

**NC STATE
UNIVERSITY**

PACE CAMPUS CLIMATE SURVEY

An initiative of the Belk Center at NC State

706 Hillsborough Street | Raleigh, NC 27603

Tulsa Community College

Tulsa, Oklahoma

PACE Executive Summary

PACE Climate Survey for Community Colleges

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Conducted

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EXECUTIVE SUMMARY

During October and November 2025, the PACE Climate Survey for Community Colleges (PACE) was administered to 1937 employees at Tulsa Community College (TCC). Of those 1937 employees, 539 (27.8%) completed and returned the instrument for analysis. Respondents were also given the opportunity to complete a qualitative section asking three open-ended questions about what supports their success, what barriers hinder their success, and what issues they believe college leadership should prioritize. Of the 539 TCC employees who completed the PACE survey, 338 (62.7%) provided written comments.

PACE Means

The PACE Climate Survey at TCC included 78 five-point Likert-type scale questions ranging from a low of “1” to a high of “5”. TCC’s survey included the standard PACE 46 questions, the Student Success Question Set, and a set of custom questions selected by TCC. The PACE 46 questions are organized into four climate factors as follows: Institutional Structure, Student Focus, Supervisory Relationships, and Teamwork. At TCC, the overall mean score of the PACE Survey was 3.990. The Student Focus climate factor had the highest mean score of 4.204, followed by Teamwork (4.130), Supervisory Relationships (4.067), and Institutional Structure (3.699). When disaggregated by the personnel classification demographic category of the PACE instrument, Staff rated the campus climate the highest with a mean score of 4.041, followed by Administrators (4.026) and Faculty (3.968).

Of the 46 standard PACE questions, TCC’s top 10 mean scores have been identified as potential points of pride at TCC. Six pertain to the Student Focus climate factor, three pertain to the Supervisory Relationships climate factor, and one pertains to the Teamwork climate factor.

- I feel my job is relevant to this institution’s mission, 4.620 (#8)
- My supervisor expresses confidence in my work, 4.411 (#2)
- This institution prepares students for further learning, 4.314 (#37)
- My supervisor is open to the ideas, opinions, and beliefs of everyone, 4.299 (#9)
- Student needs are central to what we do, 4.283 (#7)
- Students receive an excellent education at this institution, 4.277 (#31)
- This institution prepares students for a career, 4.269 (#35)
- Student diversity is important at this institution, 4.251 (#18)
- There is a spirit of cooperation within my work team, 4.239 (#3)
- Professional development and training opportunities are available, 4.204 (#46)


Of the 46 standard PACE questions, the bottom 10 mean scores have been identified as areas potentially in need of improvement at TCC. Nine pertain to the Institutional Structure climate factor, and one pertains to the Student Focus climate factor.

- I am able to appropriately influence the direction of this institution, 3.056 (#15)
- I have the opportunity for advancement within this institution, 3.325 (#38)
- Administrative processes are clearly defined, 3.389 (#44)
- Decisions are made at the appropriate level at this institution, 3.518 (#4)
- Information is shared within this institution, 3.534 (#10)
- This institution is appropriately organized, 3.561 (#32)
- This institution has been successful in positively motivating my performance, 3.597 (#22)
- Open and ethical communication is practiced at this institution, 3.702 (#16)
- Institutional teams use problem-solving techniques, 3.723 (#11)
- Administrators meet the needs of students, 3.751 (#23)

Qualitative Responses

Respondents were given the opportunity to reply to three open-ended questions regarding when they have felt most successful in their roles, the barriers they encounter, and the institutional priorities they consider most important. Below is the most common code for each question:

- Success: Student Engagement and Feedback
- Barriers: Communication Clarity and Transparency
- Institutional Priorities: Curriculum and Instruction

Responses to these items are quoted exactly as written except in instances where the integrity of the report and/or confidentiality are compromised. 

The full PACE report includes the following items:

- PACE Report
- Demographics Report
- Personnel Classification Report
- Personnel Classification Data File
- Student Success Report
- Custom Report
- Qualitative Summary Report
- Qualitative Data File
- Canvs Qualitative Interpretation Guide

- Report Interpretation Instructions
- Excel Data File and Codebook
- PACE Survey Discussion Guide